

# People Strategies

## *Doing More With Less*

Doing More...



With Less!

DOE Conference  
Denver, Colorado

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**people**<sup>3</sup>ons  
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**Conclusion:** A new economic environment has resulted in a changed focus for business leaders. The new requirements for achieving success is “doing more with less.” This has forced CIOs to develop and deploy new strategies for human capital management.

**Strategic Planning Assumption:** IT organizations will see a decline in additional headcount, but will continue to struggle to recruit people with the skills and competencies they need for business success. (0.7 probability)

## Changing Times... Changing Focus

### What's Different...

#### From

- Can't hire enough
- Stock price is high
- Demand for 1.6M IT positions
- Baby Boomers plentiful

#### To

- Can't hire the right people
- Sinking stock
- Demand for 900,000 IT jobs
- U.S. supply of 35-44 year olds drops 15% (1998-2008)<sup>1</sup>



### What's the Same...

- Not enough available talent – 425,000 unfilled
- Demand for Hot Skills outstrip supply by 30%
- Volume of work in IT is increasing
- 1 of every 12 required roles will remain unfilled<sup>2</sup>

1- U.S Dept. of Labor  
2- ITAA - 2001

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Source: people<sup>3</sup>

The downturn economy is driving businesses to react quickly and fundamentally change the way they do business. IT organizations are being asked to “do more with less.” With human capital representing approximately 51% of IT costs, innovative strategies are needed to survive the requirement of doing it better, cheaper, and faster! The volume of work in IT continues to increase. Recruitment and retention strategies are no longer focused on “getting them and keeping them”, but “getting and keeping the right people with the right stuff in the right roles”. The failure of the dot-coms has created a new source for hires, but not enough to make a difference. The demand for IT positions has decreased from 1.6M to 900,000<sup>2</sup>. 425,000 positions currently remain unfilled<sup>2</sup>. One out of every 12 required IT roles will remain unfilled.<sup>1</sup> The number of available college graduates migrating to IT is decreasing. The U.S. supply of 35-44 year olds has dropped 15% (1998-2000)<sup>2</sup>. Yet, the demand for hot skilled IT professionals continues to outstrip supply by 30%. It is not getting any easier to recruit those that we want or keep those that we wish to stay. Average turnover rates are down from last year to less than 11%.<sup>3</sup> Yet, those moving around have changed. The least mobile group are those under 25 years of age, representing an average of 14.9% of the IT organization's turnover. The age group from 26-35 is experiencing the greatest mobility with 44.6%. Last year, the most likely group to move was the 46+ years age range. With fewer 35-44 year olds to hire and the mobility of the 26-35 year olds greatly increased, IT leaders must deploy strategies for “doing more with less!”

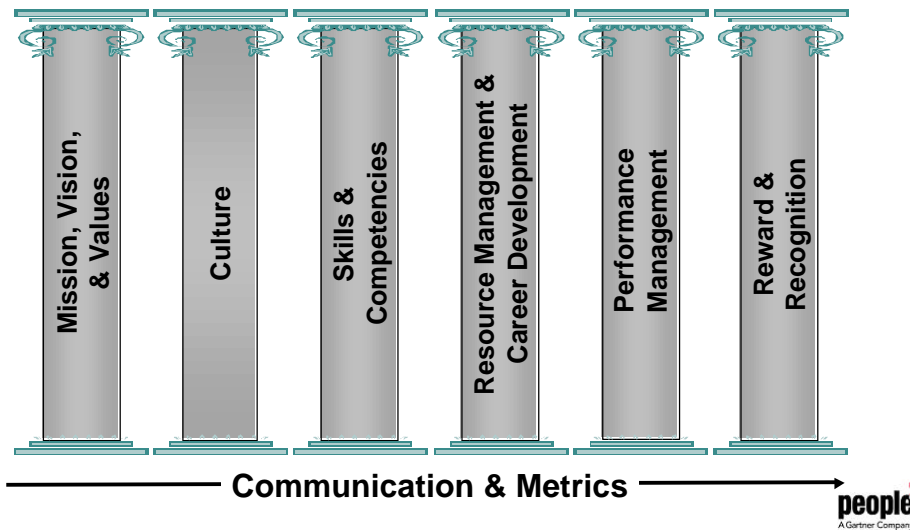
<sup>1</sup>US Dept. of Labor, <sup>2</sup>ITAA, <sup>3</sup>people<sup>3</sup> 2001 IT Market Compensation Study

**Strategic Planning Assumption:** CIOs that focus on human capital initiatives will increase their operational effectiveness by 20%. (0.8 probability)

**Tactical Guideline:** To gain efficiencies in the IT organization, CIOs should examine their structure, people, processes, and business alignment to determine areas of strength and opportunities for improvement.

## Pillars of Success

### Doing More With Less!



Source: people<sup>3</sup>

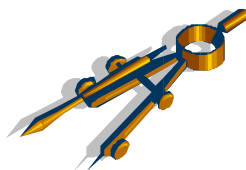
The pillars of success include six critical human resource levers: Mission, Vision, & Values, Culture, Skills & Competencies, Resource Management (including Career Development), Performance Management, and Reward & Recognition. These levers must be aligned with the notion of “doing more with less”. Critical to success is the integration of these levers. Refocusing efforts on one lever may provide short term wins, but will not achieve sustained performance. It is when the levers are supporting each other that the payoff is virtually guaranteed. How does an IT leader create the pillars of success? The first step is to create and deploy a mission, vision, and statement of values. Making it clear to your employees, business units, and other stakeholders why you exist, where you are heading, and how you will behave enables them to understand what you expect from them. The IT leader must also focus on the culture of the organization. What is today’s culture and how is that culture different from what you want it to be? How quickly you achieve success is determined by the skills and competencies resident in the organization. Baselining your existing skills and competencies against your future requirements will enable you to perform a gap analysis. Your future competencies should align with your mission, vision, values and culture. Resource management and career development will enable you to optimize your people utilization. Aligning individual capability with organization need is critical to the effectiveness of the organization. How you recognize and reward employees directly impacts how and what work gets done! Continuous and clear communications to employees, business units, and stakeholders, along with measuring results, are critical drivers to achieving desired performance!

**Tactical Guideline:** To “do more with less”, IT leaders must sponsor a change management process that successfully transforms their organizations.

## The Process To Manage The Pillars

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- Determine Workforce Requirements
- Evaluate Current Environment
- Assess Current Capabilities
- Identify Gaps in Culture/Competence
- Develop Sourcing Strategy
- Link Performance with Reward & Recognition
- Communicate and Measure



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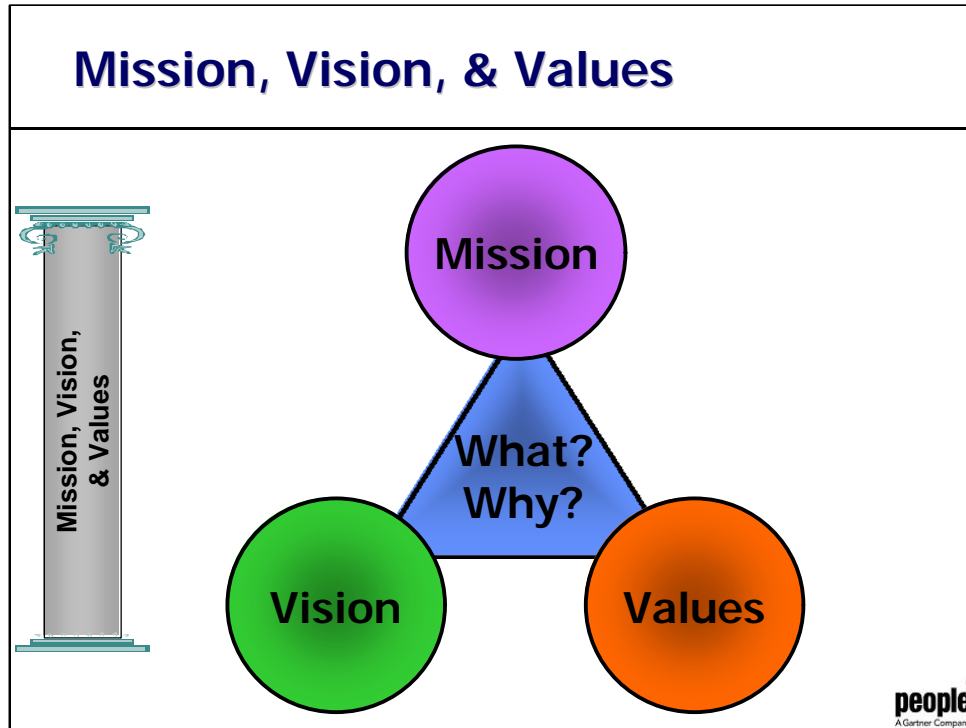
Source: people<sup>3</sup>

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To successfully build a high performing organization that can “do more with less”, CIOs should:

**Determine Workforce Requirements** - IT leadership must understand what work is required, so that required skills and competencies for success can be determined. **Evaluate the current environment**- An organization assessment should be performed with a focus on leadership, values & culture, work processes, management processes (i.e., training, communication, performance management, career development), and reward & recognition. This will provide quantitative and qualitative data on your current state and provide the necessary data to determine future strategies and interventions. **Assess current capabilities** – A skills and competency inventory will provide a snapshot of your existing talent. A gap analysis will enable you to identify those skills and competencies that are deficient. **Identify gaps in culture/competence** – IT leaders should implement a new performance management program, evaluating employees on the desired behaviors and work results. Reskilling programs are necessary for employees with skills and competencies no longer aligned with strategic direction. **Develop sourcing plan** – A strategy for sourcing should be created and communicated. Goals for achieving the strategy should be set (reskilling, outsourcing, consultant usage) and an action plan deployed. **Link Performance with Reward and Recognition** – Design reward programs to align with business objectives. Reward employees for both work results and behaviors. **Communicate and Measure** – Track your progress and communicate it to your employees and business units.

**Strategic Planning Assumption:** CIOs with Mission, Vision, & Value statements closely held by employees will have high performing organizations. (0.8 probability)



Source: people<sup>3</sup>

**What is a mission?** A Mission Statement sets forth the broad intent of the organization. An organization's purpose is defined by its Mission Statement. It is the organization's source of direction. Why have a Mission Statement? A Mission Statement aligns employees, customers, and stakeholders with the direction of the organization. This alignment enables success in living the mission. Mission Statements should motivate and energize employees. They should be clear, concise, and easy to understand. Most importantly, they should provide a foundation on which the company can build its future and one that guides employee decision-making.

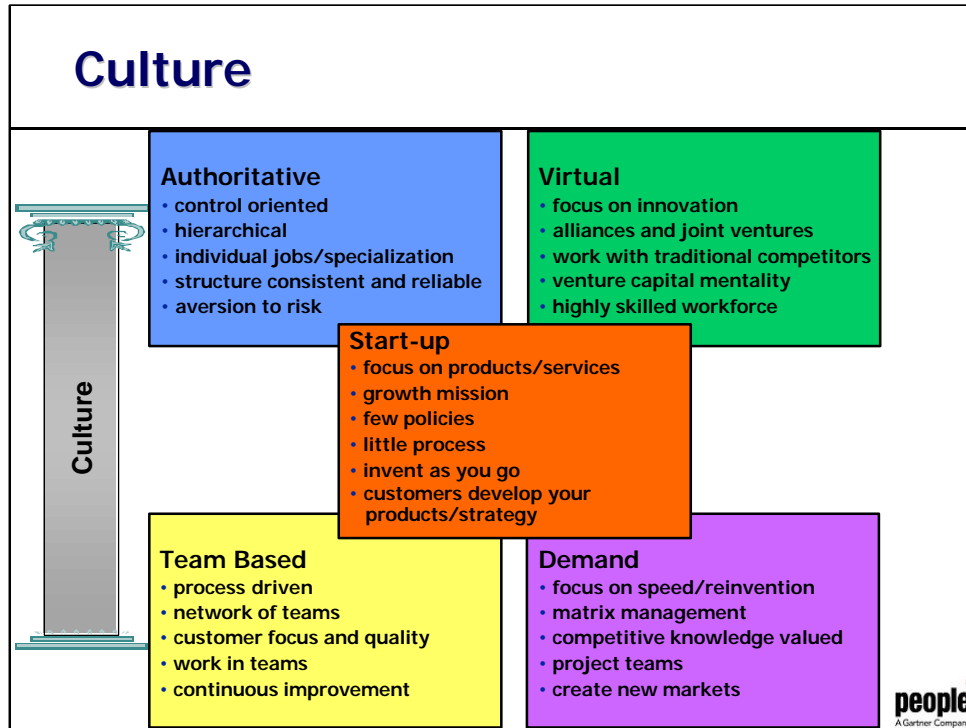
**What is a vision?** A vision is what we wish to become. A vision creates the picture of what we want to reach for. In clear and operational terms, visions define the results that an organization wants to achieve. A Vision Statement should reflect the organization's core values, be concise and be easy to communicate. The Vision Statement should be idealistic, but realistic. It should be attainable.

**What are Values?** Values are the foundation for Vision. Values provide employees with a sense of common direction and guidelines for day-to-day behavior. Leaders must "walk the talk" or values will become a joke amongst the staff.

*Action Item:* To govern the effectiveness of your mission, vision, and values, IT leaders should create a communications and recognition plan to keep the statements "alive".

**Strategic Imperative:** High performing organizations understand their cultural attributes and adjust their cultures to align with their changing business strategy.

**Strategic Planning Assumption:** CIOs who fail to acknowledge the power that culture plays in their change management program will likely fail in achieving their goal of “doing more with less.” (0.9 probability)

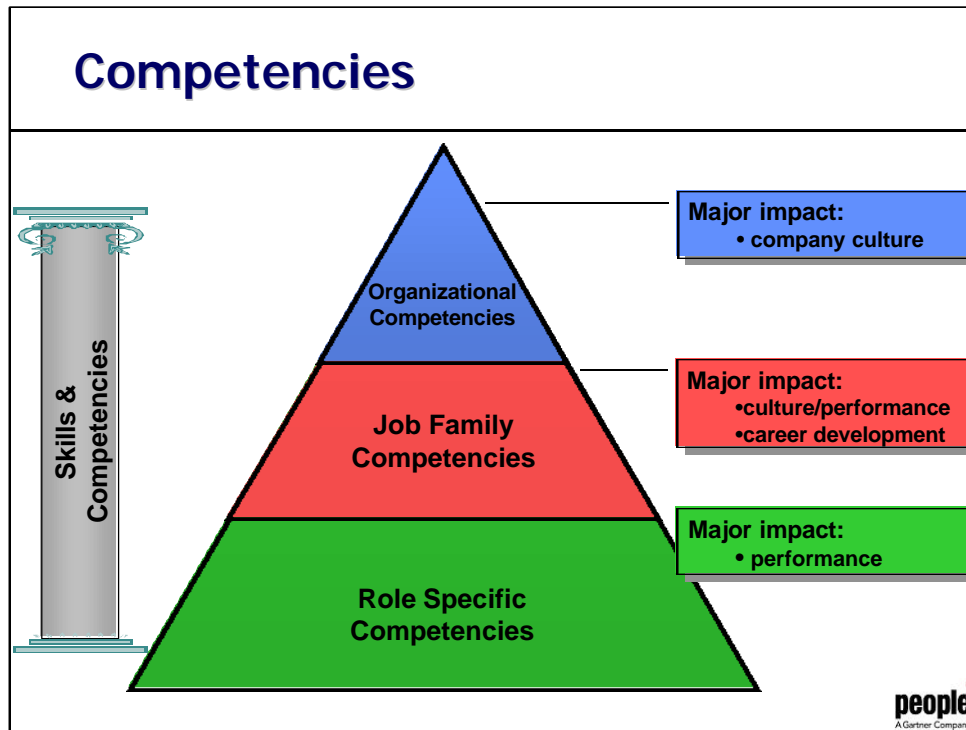


Source: people<sup>3</sup>

What is Culture? Culture is the ideas, interests, values, and attitudes shared by a group. It is our past expressed in our present. Culture shapes management style, operating philosophies, and practices. It establishes the norms and unwritten rules that guide employee behavior. Every organization has a dominant culture and can have several sub-cultures. There are five primary culture types. The **Authoritative** culture is control-oriented, hierarchical, has individual jobs/specialization, a consistent structure, and is risk-averse. The **Team-Based** culture is process driven, has networks of teams, is customer-oriented and quality-focused, and values continuous improvement. The **Demand** culture can be recognized by its focus on speed and reinvention. It is multidisciplinary, has matrix management and is dominated by project teams. **Demand** cultures follow little process and create new markets. **Virtual** cultures focus on innovation. Innovation is achieved by joining forces with others through alliances and joint ventures. **Virtual** cultures have a highly skilled workforce, venture capital mentality, and are willing to work with traditional competitors. **Start-up** cultures focus on products and services. This culture strives for a growth mission. **Start-up** cultures have little process and few policies. They have an “invent as you go” mentality and lean on their customers to develop their products and lead their strategy.

## Human Capital Management – Doing More With Less!

**Strategic Planning Assumption:** CIOs who fail to utilize and manage competencies (business, technical, behavioral) as the foundation for human capital management will not be successful in delivering results. (0.8 probability)



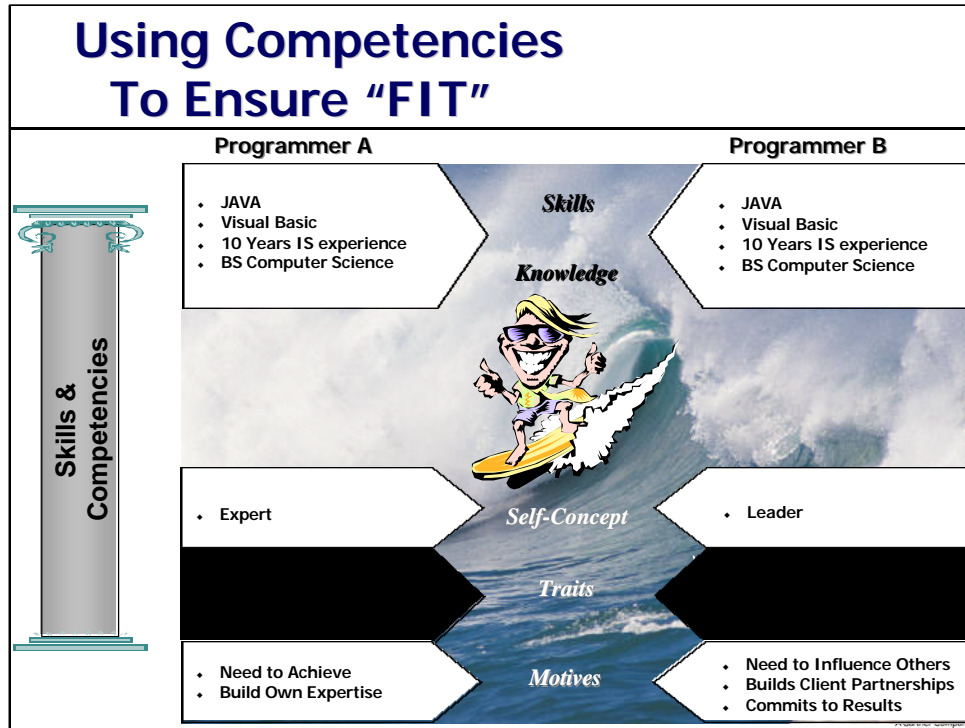
Source: people<sup>3</sup>

A competency is a single or set of characteristics that are predictive of superior performance in a given job or role. Competencies are focused on not how much someone does of something, but what they do differently that makes them a superior performer. Organizational competencies are used across the enterprise and only impact company culture. Job family competencies are based on work performed within a job family and impact both culture and performance. Job family competencies are best suited within career paths to support career development processes. Role-specific competencies are research-based, validated attributes targeted to positively impact performance.

A focus on competency and skill development builds high performing individuals supporting high performing organizations. Establishing this focus in a meaningful and consistent manner is an essential, required element of business success. Research has proven that having people with the right competencies in the right roles increases productivity, job satisfaction, and reduces turnover. In a harsh economic environment, businesses must be agile and be able to execute change. When a business strategy changes, it is highly likely that new competencies will be required for success. It is also likely that some of the competencies once required for success are no longer aligned to the new organizational strategy. It is critical that IT organizations focus on what competencies are required for success today, and continually review their competencies for relevance in the future.



**Tactical Guideline:** IT leaders and hiring managers must include business, technical, and behavioral competency questions as a primary focus in all internal and external interviews.



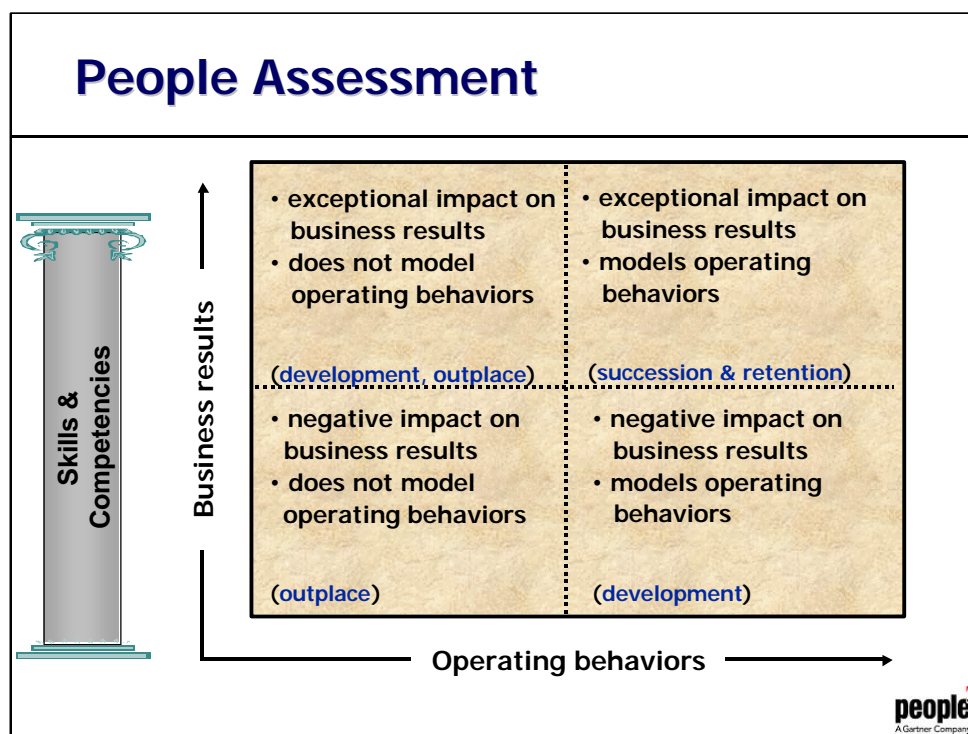
Source: people<sup>3</sup>

IT leaders and hiring managers must understand the difference between skills and competencies. A skill is an ability gained through practice. Skills are easy to identify and easy to develop in employees. Competencies are harder to identify and harder to develop because they rest deeper in the psyche of the individual. Competencies come from an individual's self-concept, traits, and motives. To that end, it is difficult to train an employee to improve a behavioral competency. Yet, it is easier to send someone to a class to learn a skill. Therefore, when hiring new employees and choosing which employees to retain, IT leadership should focus on competencies as a differentiating factor for decision making.

Successful organizations place great importance on hiring, developing, and retaining people based on the behavioral competencies that are deemed essential to achieving their mission and vision. IT organizations must invest in developing employees by deploying and managing a human capital management program that encourages the development of competencies. High performing IT organizations link competency management to performance management and reward and recognition. In addition, they build and sustain their talent pools through strategies designed to recruit, develop, and retain those employees with the right competencies.



**Strategic Imperative:** CIOs and HR Leaders must continually compare existing people capability with required and future capability to understand gaps.

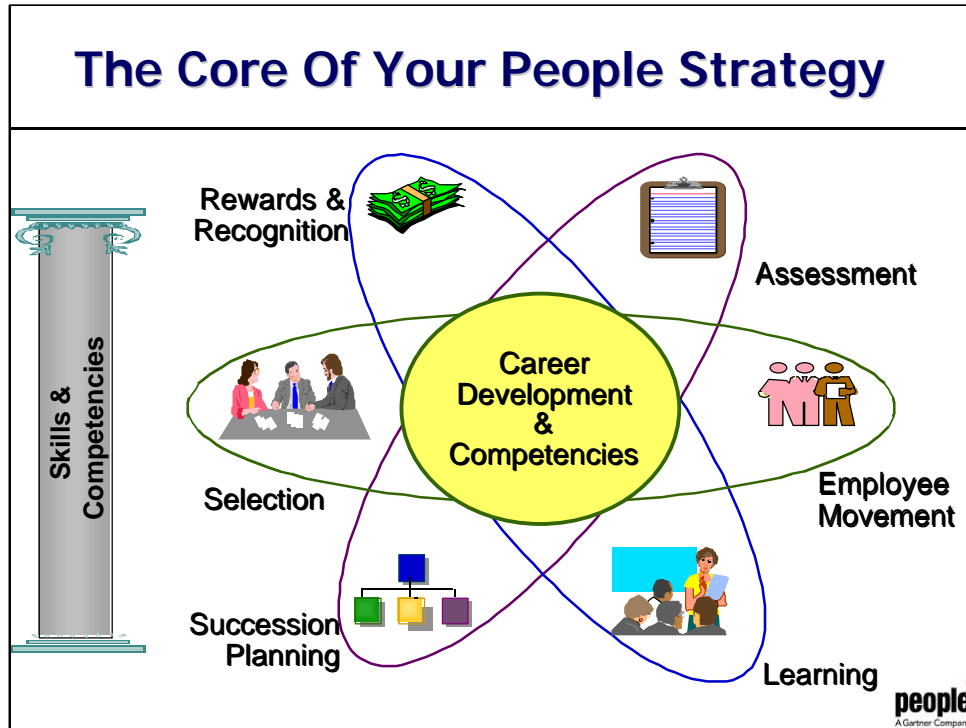


Source: people<sup>3</sup>

To “do more with less”, work processes must be redesigned, new roles created to perform the work, and required skills and competencies determined. CIOs should then evaluate their employees to determine what skills and competencies currently exist in the organization. This inventory is then compared to the “new required” skills and competencies, resulting in a gap analysis. When identified gaps are understood, a sourcing strategy should then be put in motion. This sourcing strategy will determine which employees can be immediately re-deployed to fill the gaps, who needs to be reskilled, which roles need to be sourced and/or acquired, and who should be exited from the enterprise.

To maintain the optimal effectiveness of the IT organization, CIOs and HR leaders must continually manage their human capital by reviewing skill and competency alignment with strategy. By doing so, leaders can optimize their talent management by understanding gaps in skill and competencies.

**Strategic Planning Assumption:** By 2006, CIOs that implement career development as the core of their human resource applications will reduce turnover by at least 20%. (0.7 probability).



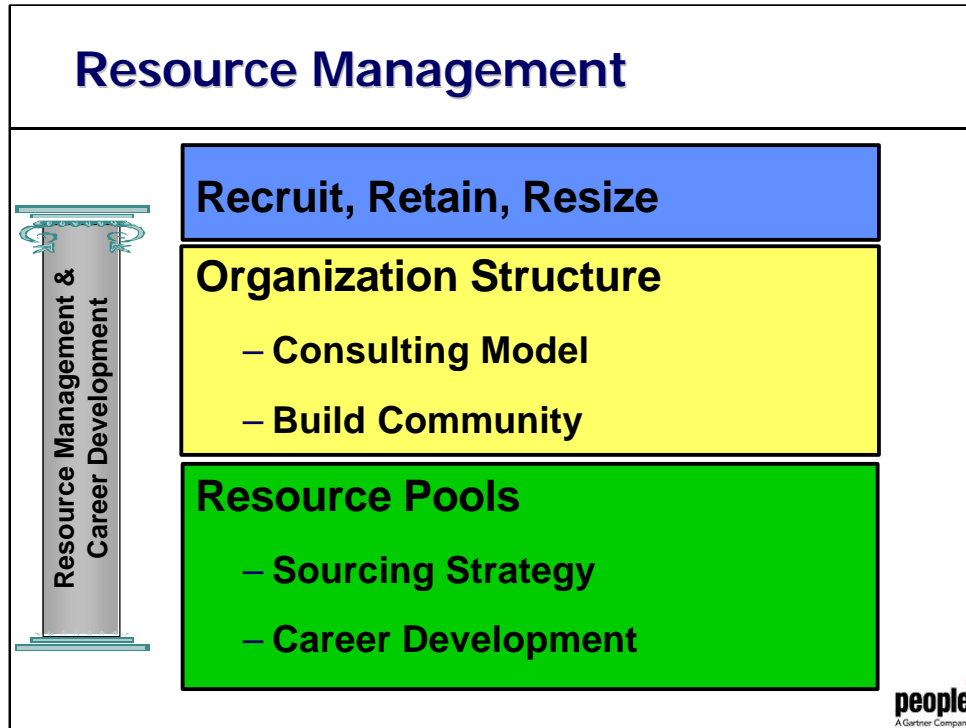
Source: people<sup>3</sup>

IT organizations must continually assess their culture's ability to sustain employee morale, performance, and productivity. In terms of competency and skills, an organization's ability to identify its current and future needs will determine its ability to remain competitive in a changing job market. At the same time, companies must encourage employees to seek opportunities throughout the enterprise. This type of cultural shift demands the deployment of an effective career development process that increases employee knowledge and supports meaningful career planning and management. As a mutually-beneficial process, an effective career development program creates a continual learning and coaching environment for both employees and enterprises. A career development program also increases retention of critical knowledge and talent, assists with deployment of key resources, and supports strategic staffing decisions.

An organization's transition to a competency-based career development process will result in a positive cultural transformation. For a career development process to produce desired results, IT organizations must identify and document their competencies through 360-degree assessments. In addition to higher employee satisfaction, assessment results allows IT organizations to inventory current competencies, as well as those that will be needed in the future. The result of a career development program is the establishment of a competency-based development process that involves employees and rewards them for performance.

**Conclusion:** To successfully support the changing needs of the business, CIOs must reduce organizational silos by developing and deploying a new structure that supports resource pools.

**Strategic Planning Assumption:** Organizations that successfully manage intellectual capital will demonstrate results through strong financial performance. (0.7 probability)



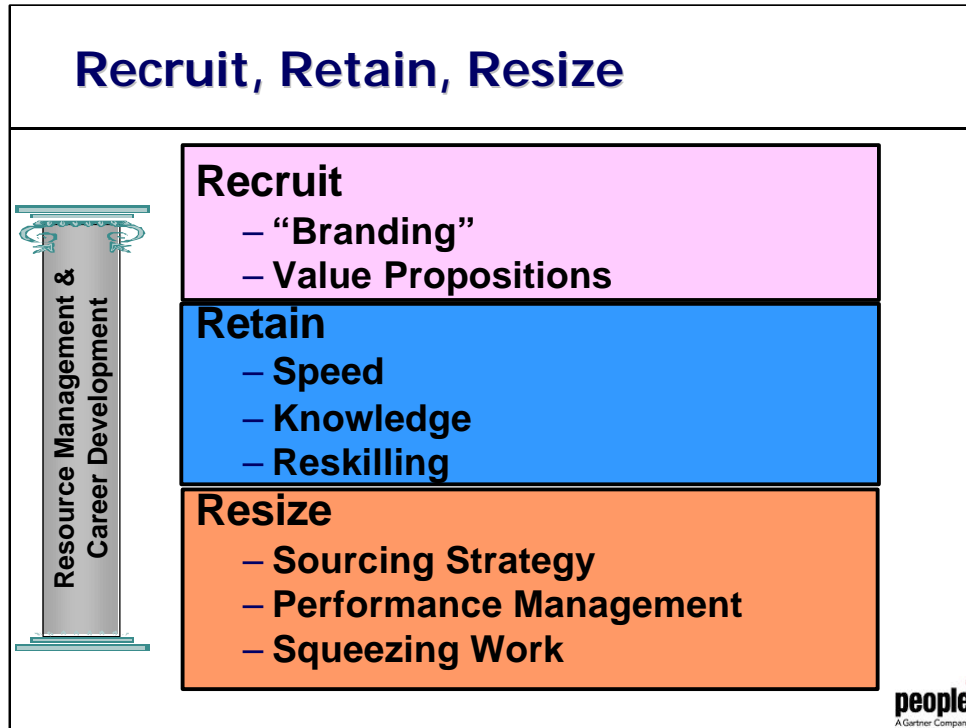
Source: people<sup>3</sup>

The future is now. “Now” is about acting on acquiring and retaining knowledge. Success will be further defined by improving individual performance and increasing team productivity. Improvement in results will be achieved by creating, managing, and sharing knowledge. IT leaders must view human capital as individuals who make up the operating system of the IT organization. Each unit within the system should be understood for their capability and contribution to the system. By implementing the correct resource management system, people can move from one project team to another, fulfilling individual unique needs by creating a sense of organizational agility. For efficient resource management, organizations must leverage community. Building community will increase the alignment of individuals and teams by providing a common language and sense of purpose. Temporary communities will need to be built and torn down. People identify themselves primarily with their project teams and then with communities, not their enterprises. To be all they can be, people will control, and personally be responsible for, their own development and learning. Resource pools should be supported by a strategically defined sourcing strategy and a competency-based career development program.

IT organizations “doing more with less” have fluid structures. These IT organizations constantly form and reform. They have the ability to respond to changing business needs. They constantly nurture and grow skills. People are encouraged to stretch themselves and use their unique abilities, as well as select jobs that allow them the opportunity to learn and excel.

**Strategic Imperative:** The role of the CIO is to build organizational capability, deliver value, and demonstrate value.

**Tactical Guideline:** HR leaders must build a people strategy to support the CIO to recruit, retain and resize the IT organization.



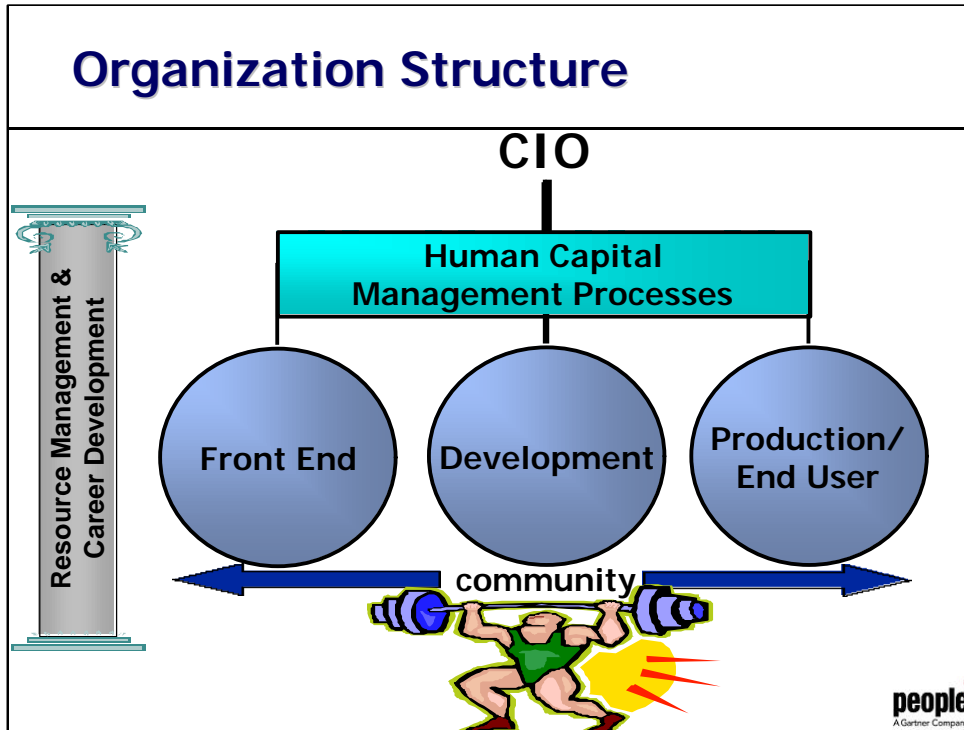
Source: people<sup>3</sup>

Enterprises continue to have difficulty recruiting the talent they need. To differentiate themselves from competitors, enterprises must “brand” themselves to prospective employees. To build brand awareness, enterprises should increase their exposure to prospective candidates and strengthen their uniqueness and attractiveness. IT organizations should leverage the enterprise brand and build value propositions focused on specific demographic groups. For instance, the value proposition for employment for a college hire should be different than that offered to a mid-career hire. This is especially true for “hot-skilled” positions, such as network architect (4.2 months to recruit) <sup>1</sup>, and database administrator (3.7 months to recruit) <sup>1</sup>. Speed and knowledge are the keys to achieving business goals. Existing IT employees must demonstrate their ability to deliver quickly and share, transfer or apply knowledge to be considered an asset. These are the employees that should be reskilled. Reskilling efforts should be linked with the employee’s career development plan. To successfully resize the organization, IT leaders must develop a sourcing strategy. This strategy includes: identifying what work stays within the IT organization, what work is outsourced, and how contractors and consultants versus full-time equivalents will be used. Upon completion of the sourcing strategy, IT leaders will have defined staffing levels. If employee headcount levels need to be reduced, non-performers can be exited through a performance management process. Another strategy is to “squeeze the work”, reducing up to 10% of headcount on large projects. Of course, there is always natural attrition.

1- people<sup>3</sup> 2001 IT Market Compensation Study

**Strategic Planning Assumption:** IT organizations that have not been restructured in the last 12 months operate at an increased cost of 20%. (0.7 probability)

**Strategic Imperative:** CIOs must restructure their organization to have fewer silos and increased agility to support resource pools.



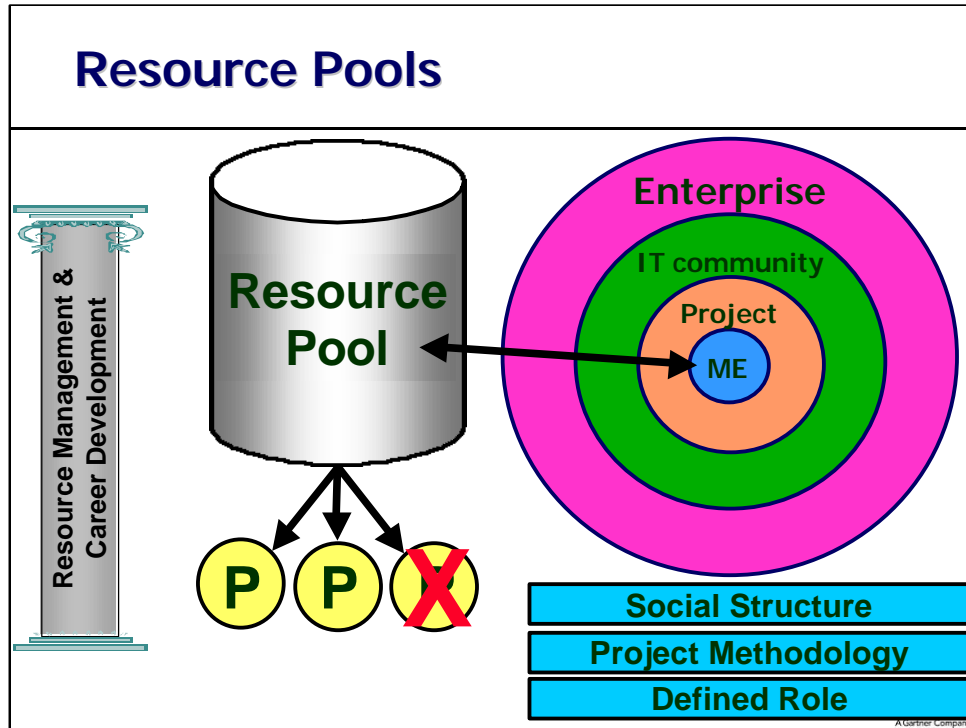
Source: people<sup>3</sup>

The structure of the IT organization is key to “doing more with less”. The structure should be simple, minimizing the number of direct reports to the CIO. By simplifying the structure, we minimize boundaries and maximize the ability to pool the resources available in the organization.

The Front-End Process begins with the identification of a business opportunity and concludes once a commitment is made to perform work/allocate resources. Major processes include business/user requirements, project prioritization, resource allocation and commitment. The Development Process begins with a commitment to deliver upon a unique set of customer requirements and ends with user acceptance of a system or application. Major processes include system design, architecture design, coding, and testing. The Production and End User process begins with a system passing acceptance criteria and extends throughout the lifecycle of the system. Major processes include production support, system maintenance, end-user support, disaster recovery and escalation/notification procedures. Organizational entities must band together to make the best use of their employees’ knowledge, skills, and abilities. Development and deployment of this organization design stresses employee involvement and empowerment, the improvement of IT organization performance, the overcoming of barriers, and the betterment of the overall enterprise. Organizations with “silo” mentalities must integrate their work processes and pool their human resources if they expect to leverage the knowledge, skills, and abilities of their employees. As the value of worker increases, so does the performance of the organization, and therefore its value to customers and other stakeholders.

**Tactical Guideline:** To gain efficiencies in the IT organization, CIOs should examine their structure, people, process, and alignment to determine areas of strength and opportunities for improvement.

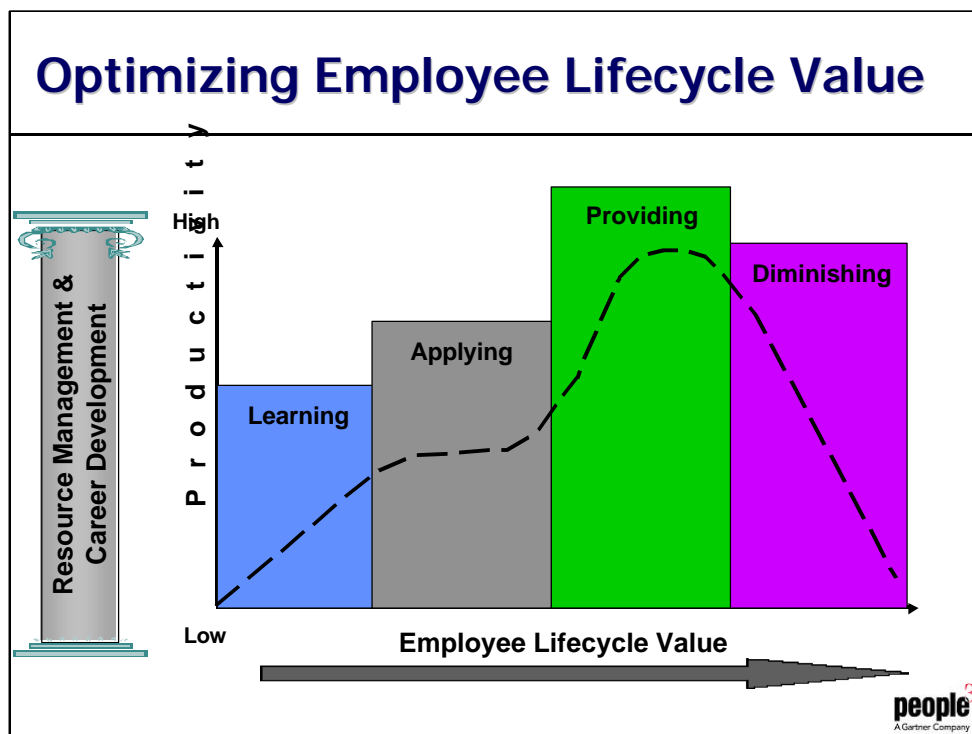
**Tactical Guideline:** When deploying a resource pool model, it is critical to have clear and defined project team roles.



Source: people<sup>3</sup>

The process to deploy a resource pool begins with the identification of a project. Once a project is identified, it should be categorized as critical or non-critical. The sources to support the new project could either be employees, contractors, consultants, outsourcers, or global providers. If it is determined that internal employees will be used, they should be selected from a resource pool. For resource management to be deployed effectively, resource pools must be developed. The resource pools contain a list of the organization's IT professionals. Employees' skills and competencies are profiled, as well as their work experience. In addition, data should be tracked for each employee, including current assignment, date to be moved off assignment, and performance reviews. Employees identify most with their project teams and then look toward their IT community for care and nurturing. The enterprise is seen as too large and removed from the employees' everyday activities. The employee is a resource that should be added and removed as projects are created and dismantled. This fluid structure will enable optimization of human capital. To effectively manage a fluid organization, the resource management process should be governed with a social structure, project methodologies, and defined roles. In addition, the resource management should be the same throughout all projects in the IT community. Therefore, as an employee moves from one project to another, the rules of the game, the roles to be performed, and the culture are the same. This optimizes the employee's adaptability and increases productivity.

**Tactical Guideline:** To effectively manage human capital, IT leaders must understand the total value they receive from an employee during their lifecycle.



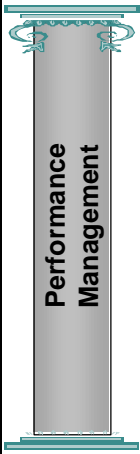
Source: people<sup>3</sup>

Today, middle managers need to include the management of their employee's knowledge and resources as a basic skill. Managers will need to create and dismantle teams on an ongoing basis. The mentality of a manager "owning resources" will wither away. The social implications of constantly building teams, moving people, and dismantling teams will be significant. Managers must look at individual employees for the return on investment they will provide the enterprise. This will be played out in the pay arena with new and emerging compensation plans focused on Employee Lifecycle Value (ELV). The ELV of an employee equals the total value (knowledge, ideas, productivity, leadership) a company receives from them during their lifecycle. The four stages of an employee lifecycle are Learning, Applying, Providing, and Diminishing. When an employee is new, they are learning. Enterprises must minimize the Learning stage. They should have a plan for orientation, training, mentoring, and knowledge transfer. Once an employee moves into the Applying stage, the enterprise begins to gain value from the investment. In the Applying stage, the employee exhibits the most energy, ideas and creativity, but also makes the most mistakes. Organizations should "listen" to their employees for out of the box thinking and potential breakthroughs during Applying. Providing is the most productive stage. Employees in the Providing stage get things done, make solid decisions, and act as mentors. In the Diminishing stage, employees have "checked out". Leaders should quickly manage employees in the diminishing stage "out of the business", or reskill them.



**Strategic Planning Assumption:** During the next 24 months, high performing IT organizations will redesign their performance management process and align it to rewards. (0.6 probability)

### The “New” Value Equation



Driver of organization results

- Redefine roles

Catalyst for innovation

- Use behaviors to achieve results

“What” you do, **and** “how” you do it

- Implement new evaluation standards

Optimizing productivity

- Manage to employee lifecycle



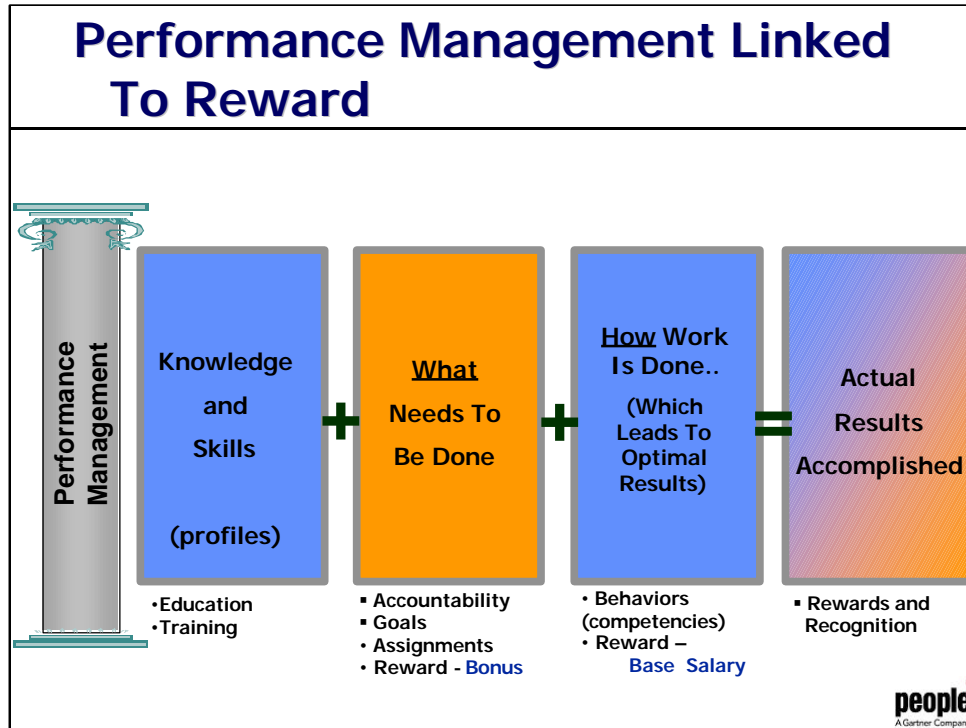
people<sup>3</sup>  
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Source: people<sup>3</sup>

Performance Management is the driver of organization results. As organizations move to be more effective in their operations, leaders will be less interested in how one performs their job and more interested in redefining their job. The focus must be on eliminating process steps and creating new ideas for achieving the same results by doing it better, cheaper, and faster. IT leaders will push employees and teams for innovative ideas to gain incremental productivity. The expectations of leaders for employees in the next five years will change dramatically. Employees viewed as superior performers (based on skills and competencies) will have the greatest opportunity to match their skills, experiences, observations, and knowledge with enterprise needs. The trend of performance management will move from a focus on what work results were achieved to how work results were achieved.

Performance management should be implemented with the understanding that employees have a lifecycle. A lifecycle is how long the average employee will stay in the enterprise. The average lifecycle of an IT professional is 48 months. For IT professionals with less than two years' tenure, the lifecycle is 34 months. IT organizations must focus on maximizing and lengthening employee lifecycles. If they do not, they will fail to optimize the productivity of their employees during their lifecycle. To maximize the employee lifecycle, IT leaders need to minimize their acclimation period by implementing orientation and mentoring programs. During the early stage of the employee's lifecycle, a full inventory of their intellectual capital should be established.

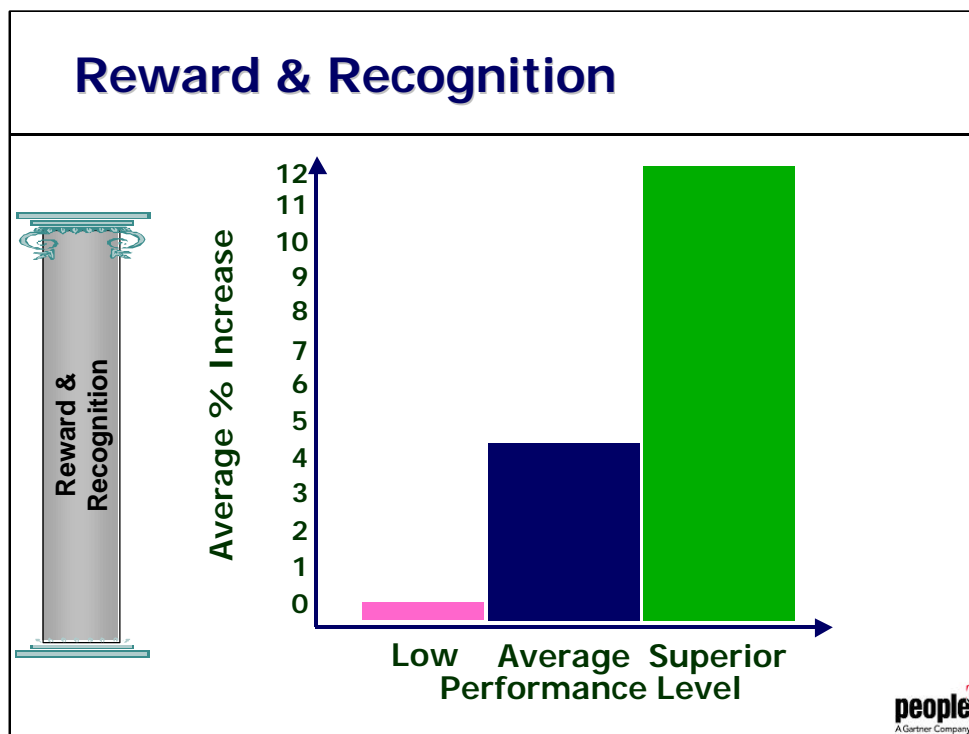
**Conclusion:** To drive improved performance, it is imperative that the goals established for individual employees are achievable, and that employees believe that they can influence goal outcomes.



Source: people<sup>3</sup>

High performing IT organizations are successful at linking performance elements to employee rewards. Performance is viewed as a demonstrated level of knowledge, skills and behaviors, and the achievement of objectives. Performance elements should be believable and achievable by employees. If employees do not feel they can influence the outcome of a goal, high performance will not be realized. A programmer whose bonus is based on corporate results is not as likely to go the extra mile if it is felt that the outcome cannot be influenced. Performance planning starts with an understanding of the business and IT strategies. Organization and individual goals should be aligned to overall business goals. A localized performance management process should help employees understand how their work impacts the business; this is done through the establishment of expectations and measures. On-going communication of how the employee is doing against the measures and can be done to improve results is a critical success factor. Performance management supports the belief that employees want to do a good job, be challenge, gain personal satisfaction, be involved in setting direction, receive feedback on their job performance, and be recognized and rewarded for their efforts. For the enterprise to maximize return on an individual, IT leaders must predict the knowledge their employees will need before it is needed to achieve prime performance. IT leaders must focus more on employee effectiveness, rather than employee efficiency. Doing the “right things” will be valued more than “doing things right.”

**Strategic Planning Assumption:** IT organizations that do not differentiate how they reward superior performers and differentiate them from average and non-performers will not be able to retain their best people. (0.9 probability)



Source: people<sup>3</sup>

Pay strategies designed to recognize and reward high performers have been shown to significantly reduce turnover of those employees key to the success of the enterprise. IT organizations must link the level of reward payout with the value of the work achieved. To deploy this strategy, HR organizations do not need to budget for more money, but rather distribute budgeted money differently. To accomplish this, it is recommended that the organization be divided into three performance tiers. The top tier (those with superior performance) will receive significant payout. The middle tier (average performers), will receive rewards aligned with the cost of living index. The third tier (those that do not perform) should receive nothing. If the reward program does not differentiate for superior performance, it will promote mediocrity. A recognition program reinforces behaviors and work results desired by leadership. IT leaders should deploy multiple recognition programs that support the values and performance. The best recognition programs enable all employees to win, rather than just a few. Recognition programs are often overlooked by well-meaning organizations. Recognition programs are critical to employee performance and organizational success. Meaningful feedback, public recognition, and other non-financial rewards have been shown to be as or more effective than monetary rewards.

### Recommendations

To “do more with less” with human capital, CIOs must:

- Focus on reinventing/integrating the pillars of success
- Deploy a process to manage the pillars
- Understand culture/competency gaps
- Build a resource management plan that includes a sourcing strategy and career development
- Redesign the organization structure to maximize people utilization and encourage movement
- Optimize Employee Lifecycle Value
- Link performance management to reward strategies
- Differentiate pay for superior performers and reward for “doing the right things”, not for “doing things right”

**people<sup>3</sup>**  
A Gartner Company

Source: people<sup>3</sup>

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